Saskatchewan
Tourism and
Small Business

Annual Report
1986-87

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Minister's Transmittal

To the Honourable F.W. Johnson
Lieutenant Governor of the
Province of Saskatchewan

Sir:

I respectfully submit this annual report for the year ended March 31, 1987.

In carrying out its business and tourism mandates, the Department of Tourism and Small Business undertook many initiatives during the year under review. The following provides a brief summary of department activities.

Tourism programs focussed on promoting the province's tourist attractions, developing new attractions and facilities, and improving travel services and hospitality.

During the year, the department continued to aggressively promote its tourist attractions in key markets. The year's promotional efforts featured a greater use of advertising carried out in co-operation with industry partners – something that we will continue to build upon in the future.

Conversion studies of advertising campaigns undertaken and inquiries generated during the year indicate that these efforts have been extremely successful. Total tourist inquiries in 1986 increased by approximately 70 per cent from 70,729 the previous year to 119,933. Additional inquiries went directly to private sector partners participating in co-operative advertising campaigns.

In support of marketing efforts, the department produced an award winning sports fishing film entitled "Saskatchewan: Fish The Legend". This new selling tool is being used to help promote fishing in Saskatchewan's north. It is a valuable addition to the province's comprehensive travel literature series and the travel film "Sunspirit Saskatchewan".

To stimulate tourism development, the department continued to identify and promote tourism development opportunities in the province and continued to provide financial and technical assistance to developers. Under the Canada Saskatchewan Tourism Agreement, 12 tourism development projects received approval for financial assistance. These projects represent a total investment of $12.5 million.

To upgrade travel information services, new visitor reception centres were constructed along key travel corridors. In May 1986, the department officially opened attractive new centres on the Trans Canada Highway near Fleming and Maple Creek and on the Yellowhead Highway at Langenburg. Planning was initiated for a fourth centre to be constructed at North Portal on the U.S. border. The new centres create a more favourable image of the province and help to draw more visitors to them.

During the year, the department revised the Saskatchewan Host program to emphasize customer relations. Through the Tourism Industry Association of

Saskatchewan, which was contracted to deliver the program, seminars were held in 86 communities. A total of 2,200 employees and employers enrolled.

The department's programs in support of small business have been extremely successful.

In the year under review, 61 new venture capital corporations were registered. They generated $25.2 million in capitalization. Previously registered VCC's increased their capitalization by $7.7 million. Total investment was $24.8 million.

Under the Northern Revolving Loan Fund, the department approved 66 loans for traditional activities such as commercial fishing and trapping and 58 loans for a variety of commercial undertakings. These loans totalled approximately $2.8 million. Loan principal and interest collections for the revolving fund totalled $2.2 million.

The department established new Business Resource Centres in Meadow Lake and Moose Jaw increasing to 12 the number of centres now operated across the province. The centre in Regina was moved to a new mainstreet location. The department also introduced seven mobile business resource centres. These specially equipped vans extend services to business people in outlying communities.

During the year, resource centre staff handled more than 34,000 requests for business information and assistance. This high level of activity can be attributed to both the greater profile of the new centres and the increasing amount of business information these centres now house. *Starting a Business in Saskatchewan,* a book developed for use in the centres, remains extremely popular.

Through the Community Economic Development Program, the department continued to provide assistance to small towns to help them undertake co-ordinated economic development activities. At year-end a total of 54 towns were formally involved in the program.

During the year, 256 businesses in 12 communities participated in the Management Assistance Program. Private consultants contracted by the department worked with these businesses to help them review their business operations and develop their management skills.

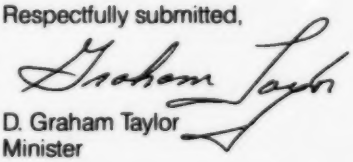
An additional 139 manufacturers, craftspeople and professional service firms applied for use of the department's Saskatchewan MADE logo to identify their products and services. At year end, more than 800 were participating in the program.

The Business Interest Reduction Program received and approved 3,258 applications for assistance, increasing the total number of businesses on the program to over 8,000 at year-end. Approximately $8 million was paid out during the year.

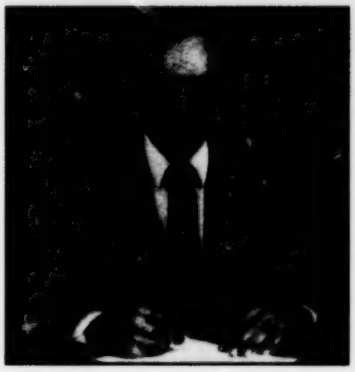
The department initiated the formation of a Business Regulatory Reform Council to provide advice on regulatory issues. Members of the council include representatives from a cross-section of business interests. They undertook a number of projects.

More detail on these and other activities of Saskatchewan Tourism and Small Business follow.

Respectfully submitted,



D. Graham Taylor
Minister



Deputy Minister's Transmittal

To the Honourable D. Graham Taylor
Minister of Tourism and Small Business

Sir:

I have the honour to submit herewith the annual report of the Department of Tourism and Small Business for the year ending March 31, 1987.

During the year under review, the department continued to provide a high level of professional support for its clientele. Programs and services were aimed at providing our small business and tourism sectors with the tools they need to build upon the province's economic strengths.

Staff worked closely with the private sector in all areas of programming. This is reflected in both the continuing popularity of department programs and the increasing number of co-operative private sector/government initiatives undertaken.

Respectfully,

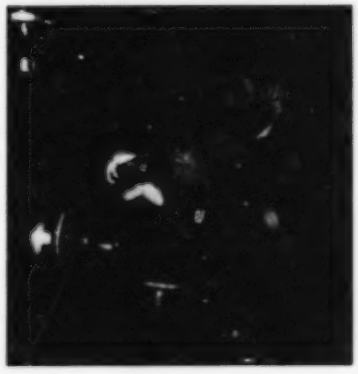
Dale Folstad
Deputy Minister

Saskatchewan Tourism and Small Business Mandate

The department's mandate is:

1. To encourage and support the stability and growth of the private sector in Saskatchewan;
2. To enhance the growth of the tourism industry in Saskatchewan and strengthen the economic impact of travel activity, and
3. To ensure that a mechanism is available for the needs and interests of tourism and small business to be communicated to the provincial government and that policies and programs are clearly communicated to the business community.

Department Organization 1986-87



Small Business

Introduction

In 1986, according to Statistics Canada's Business Register, there were 34,266 employing businesses in Saskatchewan, not including agriculture employer establishments. Of those businesses, about 33,462 (97 per cent) were small businesses with 49 employees or less. Based on 1984 data, employment in small businesses accounted for 42 per cent of commercial sector jobs in the province.

At mid-year 1986, Statistics Canada's Business Register contained 1,749 more small non-agriculture employer establishments than in mid-year 1985. This represents a 5.5 per cent increase in small businesses in Saskatchewan.

Based on analysis of Statistics Canada data, 85 per cent of new employer firms formed in 1984 in Saskatchewan had fewer than five employees and 96 per cent had fewer than 50 employees. The service sector witnessed the most starts (23.5 per cent), followed by retail trade (11.3 per cent) and construction (10.9 per cent).

Four out of five Saskatchewan businesses are in the non-goods producing sectors (construction, transportation, communications, utilities, trade, finance, insurance, real estate and services).

In 1983 small businesses (businesses with less than $2 million in sales) reported sales of $5.25 billion. By comparison, mineral sales were $2.7 billion and farm cash receipts were $3.96 billion.

Small Business Objectives

The department has seven objectives fc. the provision of effective development and support to small business and for the advocacy role assumed in government on behalf of business.

Those objectives are:

1. To ensure that concerns of small business are identified and acted upon by the government;
2. To provide research data and information pertinent to small business development;
3. To ensure that small businesses have access to management expertise and other resources required to maximize their potential;
4. To contribute to the creation of a favourable environment which will ensure the maintenance, growth and diversification of business in small communities;
5. To ensure that local firms have equal opportunities to participate in the business of the province;
6. To increase sales of Saskatchewan goods and services within the province with emphasis on the public sector market, markets related to major projects and consumer markets currently provided through imports;
7. To support economic development at the community level.

Programs and Services for New and Expanding Businesses

Venture Capital Program

The Venture Capital Program was introduced in 1984 to stimulate the growth of the province's small business sector. The program provides tax incentives equivalent to 30 per cent of investments in Saskatchewan small businesses that are primarily involved in manufacturing and processing, tourism, research and development, or prescribed agricultural and livestock activities. In centres under 20,000 residents, any business activity which is approved by the minister is eligible.

Since the program's inception, 113 Venture Capital Corporations (VCCs) have been registered. At the end of the 1986-87 fiscal year, their cumulative capitalization totalled $66.6 million, of which $47.3 million had been invested in eligible businesses.

During the fiscal year, venture capital corporation capitalization and investment totalled $32.9 million and $24.8 million, respectively. Of the capitalization amount, $25.2 million was generated by 61 new VCC's registering with the program. Previously registered VCC's increased capitalization by $7.7 million.

This activity entitled investors to approximately $8.4 million in tax credits and $1.5 million in grants. (Grants are provided to eligible investors that are exempt from paying income tax - for example, Saskatchewan Pension Plans.)

To promote investment opportunities available through the Venture Capital Program, the department produced an eight-page advertising and editorial insert, cost-shared with participating venture capital corporations. The insert appeared in Business Network Magazines (Saskatchewan Business and its counterparts in Alberta, Manitoba and British Columbia) and doubled as a direct mail piece. An overrun of 20,000 was distributed to individual investors, banks, credit unions, and professional financial consultants.

Staff also held information meetings in communities throughout the province. These promotional activities generated a great deal of interest in VCCs and resulted in numerous requests for information and/or assistance.

Northern Business Support

Northern entrepreneurs were provided with business and advisory assistance related to developing business proposals, accessing funding programs, and implementing projects. This assistance was followed by ongoing management support.

Entrepreneurial training was an important component of department assistance. During the fiscal year, department staff conducted business seminars on project planning, tendering and bid preparation, and marketing.

To help identify and pursue potential economic development opportunities, the department initiated and supported the establishment of community and regional development boards.

Northern Research and Development

The department provided development support and assistance for clients and initiated a number of development studies during the fiscal year. Those studies dealt with potential business opportunities in fur farming, the mining of limestone and granite decorative rock, waste wood utilization, and tourism-related projects.

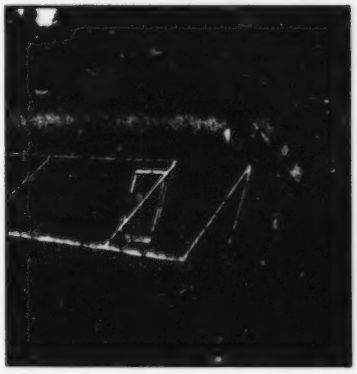
Development assistance continued to be provided for wild rice, wild berry and mushroom harvesting and processing, and for forestry and other resource-based industries.

Northern Revolving Fund

The Northern Revolving Loan Fund provides business loans to residents of the Northern Saskatchewan Administrative District (NAD). The fund has a statutory limit of $10 million, of which approximately $3.6 million was available to lend during the 1986-87 fiscal year.

From Top

- *Northern Business Development: dolomite mining*
- *Northern Business Development: wild rice*



From Top
- *Business Resource Centres: managers*
- *Business Resource Centres: Regina official opening*

During the year, the revolving loan fund received 178 financing proposals, of which 66 traditional fishing and trapping loans and 58 commercial loans were approved. The loans had a net value of approximately $2.8 million, and directly created and/or maintained 433 person-years of employment.

Since the program's inception in 1974, a total of 2,126 loans have been approved, providing $30.8 million in investment capital for northern economic development.

To maintain continuity of the revolving loan fund, previously issued loans must be repaid so that new loans can be issued. Cumulative loan principal and interest collections totalled $2.2 million during the fiscal year.

Northern Economic Development Subsidiary Agreement

The Northern Economic Development Subsidiary Agreement (NEDSA) is a joint federal-provincial program designed to enhance economic development and increase employment in northern Saskatchewan. The five-year, $36 million agreement is in effect until March 31, 1989.

The department, one of several provincial participants in the program, provides input through an appointed member on the NEDSA Management Committee. Financial assistance is also provided in the form of grants for the establishment of small businesses.

During the 1986-87 fiscal year, 26 northern businesses received various forms of assistance under the agreement for business establishment, expansion, or employment creation. Contributions by the department totalled $209,480.

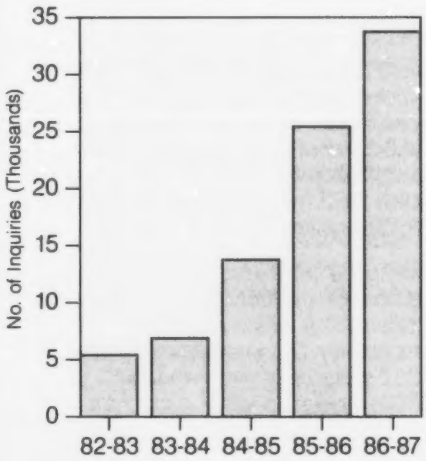
Special ARDA Program

Special ARDA (Agricultural Rural Development Agreement) is a joint federal-provincial program designed to provide financial assistance, management advice, training, counselling and other services for projects which will provide jobs, increase income and improve living conditions for Indian and Metis people in rural areas of Saskatchewan.

The program has been in heavy demand since its inception in 1972. March 31, 1987 brought the expiry of the extended Special ARDA Agreement. Negotiations to extend the program will be undertaken.

Tourism and Small Business is responsible for program delivery in the area of commercial undertakings. This includes the proposal development, implementation and administration of projects demonstrating commercial viability. See *Table 1* for a summary of activity under the program.

Business Resource Centres



During the 1986-87 fiscal year, new business resource centres were established in Meadow Lake and Moose Jaw, increasing to 12 the total number of centres operated by the department. Centres are also operated in Saskatoon, Swift Current, Estevan, Yorkton, North Battleford, Prince Albert, La Ronge, Buffalo Narrows, Creighton and Regina, where the centre moved into a new mainstreet office.

These business resource centres house an extensive collection of business information and statistics. They also provide for the decentralized promotion and delivery of department programs and related business consulting services.

That decentralized delivery was further enhanced during the reporting period through the addition of seven specially equipped vans, or mobile business resource centres to take BRC services to smaller towns and cities. The vans offer business people in those communities the services of a professional consultant, a portable computer for economic analyses, and a selection of the information contained at the main centres.

During the fiscal year, staff at the centres handled more than 34,000 requests for information and assistance. Over 9,000 of these related to planned openings or expansions. Approximately 11,000 requests were for information on financial planning and accessing various sources of financing or government support. The majority of requests came from the retail and service sectors.

The department promoted the business resource centres through selected advertising, official openings and a direct mail piece which introduced the mobile business resource centres to business people in smaller communities. A special slide/tape presentation, *Developing Small Business in Saskatchewan*, was also produced for use by consultants in the centres. The presentation, which was also formatted for video, provides an overview of government small business programs available to new entrepreneurs, existing businesses and communities.

Women and Business Conference

A major Women and Business Conference, sponsored by the department and the Saskatchewan Women's Secretariat, was once again held in Regina. The two-day conference in late May attracted 330 registrants, surpassing the attendance in 1985. Participant response was again enthusiastic, with 97 per cent rating the event good to excellent.

Entitled *Taking The Next Step*, the conference was designed to provide more in-depth, practical information sessions dealing with such topics as: developing a business plan; financing a new business; getting started in business; creating and motivating superior, loyal staff; and understanding "organizational politics".

Taking the Next Step was tailored to three groups of women: those interested in starting a business; those already in business; and those employed in a business and/or professional environment. Keynote speakers included consultants Julie White, Meg Mitchell and Bill Gibson, author Kristin Shannon and company president Adeleine Morris.

The success of *Taking the Next Step* and the conference of 1985 resulted in department plans for five one-day seminars in the spring of 1987 for businesswomen in smaller centres.

Programs and Services for Existing Business

Management

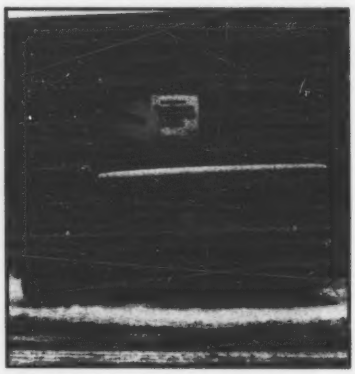
Commerce Student Consulting Program

The Commerce Student Consulting Program is operated by the College of Commerce, University of Saskatchewan in co-operation with the department. Through the program, student consultants under the supervision of College of Commerce faculty provide business management and consulting services to small and medium-sized businesses.

The program provides valuable work experience for commerce students. At the same time, it makes available business consulting services that many businesses could not otherwise afford to access.

Revenue to fund the program is generated from charges to business clients for the consultants' time. The department makes up the shortfall in total operating expenses. During the year, the department provided $88,000 in funding, which enabled the college to operate the program year-round.

• *Mobile Business Resource Centres: Yorkton*



Product Development Management Program

The Product Development Management Program provides assistance for the development of new products. Assistance is provided for various product development activities including design, the building and testing of prototypes, and market research and development.

The program is delivered by the Saskatchewan Research Council with funding provided by the department. For approved projects, the program assumes 75 per cent of the cost. Clients pay the remaining 25 per cent.

During the year, $82,824 in funding was provided in support of nine product development projects. Examples of products that received development assistance include: a rotary sand cleaning device, an electronic timer, plastic containers, an orthopaedic chair and a spray cone prototype.

Management Assistance Program

The Management Assistance Program is designed to help the owners and managers of small businesses across the province upgrade their management skills. It is also intended to help develop the province's small business consulting industry.

Experienced business consultants from the private sector work with businesses enrolled in the program to review the way they operate their businesses and to make suggestions for improvements.

During the 1986-87 fiscal year, 256 businesses in 12 communities participated in the program. Since its introduction, the program has involved 1,377 businesses in 60 communities.

Marketing

Saskatchewan MADE Program

The Saskatchewan MADE Program is designed to increase purchaser awareness of goods and services manufactured or provided by Saskatchewan companies. The program helps identify these goods and services as Saskatchewan made and promotes the importance of buying from Saskatchewan companies.

During the 1986-87 fiscal year, an additional 139 manufacturers, craftspeople and professional service firms applied for use of the department's Saskatchewan MADE logo to identify their products and services, increasing the total number of participants on the program to over 800.

Their products and services are listed in the department's *Saskatchewan Made Consumer Products Directory*. The format of this catologue was improved, making it easier to locate various products and services. Feedback from people who purchased Saskatchewan-made products as gifts resulted in a new section, "Giftware and Handcraft", being added.

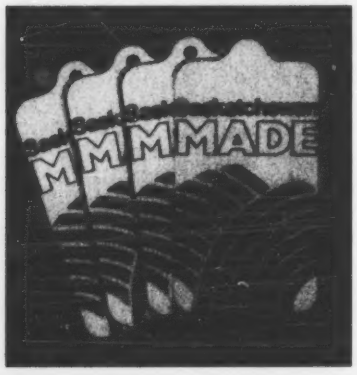
The department co-ordinated the involvement of 26 handcrafters to exhibit and sell their crafts at Expo '86 in Vancouver. Their sales were over $51,000. A local distributer/retailer now handles the work of many of these craftspeople year-round.

Eighty-four craftspeople marketed their products at the 13th annual Saskatchewan Handcraft Festival in North Battleford. Their sales totalled $153,537. The department provided financial assistance for organizing the juried handcraft show and sale. It was also responsible for the Premier's Prize and Merit Awards.

The department also worked with Western Development Museum giftstores, encouraging the display and sale of Saskatchewan made handcrafts.

During the previous fiscal year, the department had encouraged a number of Saskatchewan manufacturers to group together to form a "Saskatchewan Avenue" at the Yorkton Farm and Leisure Show. The success of the initiative led to the avenue approach being repeated at the Yorkton show in 1986-87. It also led to the introduction of avenues at similar trade shows in Weyburn, Watson, Humboldt and Saskatoon. These avenues help to promote exhibitors' products as Saskatchewan made.

• *Saskatchewan Made Program: product tags*



Public Sector Purchasers

The department publishes the directory *Meet Saskatchewan's Public Sector Purchasers* in response to a need identified by the province's manufacturers and suppliers. Suppliers of goods and services have indicated the directory is a valuable tool that helps them to reach people who make purchasing decisions for schools, hospitals, and municipal, provincial and federal governments.

A 1986 directory supplement was published in July to incorporate updated information.

Saskatchewan Manufacturing Opportunities

A third edition of the department's *Saskatchewan Manufacturing Opportunities Catalogue* was published during the fiscal year. It lists opportunities identified at the Saskatchewan Manufacturing Opportunities Show (SMO) held in February 1986. Thirty-six exhibitors at the show identified over 1,200 items sourced outside the province that they would like to purchase from suppliers or manufacturers in Saskatchewan.

Farmers' Markets

Farmers' markets provide a sales outlet for top quality, fresh produce, baked goods and handcrafts. They also serve as test markets for products, help to attract tourists to a region, and create a place to gather socially.

The department supports the development and growth of farmers' markets in Saskatchewan through assistance provided to the Saskatchewan Farmers' Market Association. Start-up and marketing grants are aimed at developing markets that are self-sustaining within three years of their establishment.

During the fiscal year, the Saskatchewan Farmers' Market Association operated 30 markets throughout the province. These markets, with their more than 10,000 stalls, reported sales of over $1.9 million. This total does not include referred or farm-gate sales resulting from contacts and orders taken at the markets.

Marketing Benefits Counselling

The department provided advice to local businesses on how to effectively compete with larger national and international firms. Related assistance included bid preparation, joint ventures, and manufacturing under licence. In addition, the department worked with developers to help break up large contracts to sizes that could be handled by Saskatchewan companies.

The department also sponsored well-attended marketing seminars in Regina, North Battleford and Saskatoon. Those who attended requested follow-up seminars on more advanced marketing concepts.

Financing

Small Business Interest Reduction Program

The Small Business Interest Reduction Program was introduced in 1985 to reduce interest costs and stabilize interest rates for eligible small businesses. Its primary aim is to encourage business activity by providing security against fluctuating interest rates.

Benefits are available to registered Saskatchewan small businesses. A business must have its head office in Saskatchewan and have a total institutional debt of less than $250,000, excluding loans for real property.

The maximum amount covered on a loan is $100,000. The amount of annual interest reduction is the difference between a base rate of eight per cent and the interest rate charged by the lending institution, subject to a ceiling of prime plus one per cent.

Benefits are paid quarterly from the date of application approval to the termination date of either the program or the loan, whichever comes first.

On March 31, 1987 program regulations were amended, closing the program to businesses applying after that date. Businesses already on the program will continue to receive benefits until

From Top

- *Farmers' Market Program: Regina Farmers' Market*
- *Marketing Benefits: directories*

March 31, 1988 when the three-year program is scheduled to end.

During the fiscal year, 3,258 applications were approved, raising the total number of approved applicants at year-end to 8,070. Approximately $8 million in benefits was paid out.

Since it was introduced, the program has helped maintain approximately 35,000 jobs.

Business Programs and Services for Communities and Local Organizations

Community Economic Development

The department is responsible for the stimulation of new and/or expanded economic and business activity in smaller communities throughout Saskatchewan. Working with volunteer development committees, department personnel assist communities to undertake organized economic development programs.

Fifty-four towns in the 700 to 5,000 population range are now formally involved in the Community Economic Development Program. Founded on a self-help strategy, the program is demonstrating that smaller centres can have a positive influence on their economic future through organized economic/business development activities.

On entry into the program, members of town-appointed committees attend a two-day seminar to gain an understanding of the development process and to learn techniques that can increase business activity in their communities.

At the outset of their participation in the program, development committees undertake two major activities. First, they seek broad community input by conducting a comprehensive consumer survey in their towns and surrounding areas. The survey covers all aspects of community life and lets consumers identify gaps in existing business services that may provide potential new business opportunities. Second, a promotion-oriented community profile is prepared and published. As an up-to-date statement of the community's economic and social resources, the profile is the main marketing tool in the community's quest for new business activity.

As a follow-up to the consumer survey, the department promotes identified business opportunities by advertising in selected Saskatchewan and Canadian publications.

During the year, the department organized a special seminar on the topic *Financing Development in Your Community*. Over 100 committee members attended the one-and-a-half-day seminars, which were conducted in three different centres.

The department contributed a total of $152,400 to the activities of development committees in 1986/87. This stimulated additional commitments of $134,400 at the local level.

Towns participating in the Program:

Assiniboia	Leader
Bienfait	Maple Creek
Birch Hills	Martensville
Broadview	Meadow Lake
Bruno	Naicam
Canora	Nipawin
Carlyle	Outlook
Churchbridge	Porcupine Plain
Coronach	Preeceville
Davidson	Radville
Esterhazy	Redvers
Eston	Rocanville
Foam Lake	Rosetown
Fort Qu'Appelle	Rosthern
Gravelbourg	Shaunavon
Hudson Bay	Shellbrook
Humboldt	Spiritwood
Indian Head	Sturgis
Ituna	Tisdale
Kamsack	Wadena
Kerrobert	Wakaw
Kindersley	Waldheim
Kipling	Watrous
Langenburg	Whitewood
Langham	Wilkie
Lanigan	Wolseley
La Ronge	Wynyard

Community Profile Program

During the fiscal year, the department produced 348 community profiles. Available to any community that wished to participate, these profiles were produced in two different formats, depending on community size. The department produced an eight-page profile on 159 communities with populations of over 500 and a single-sheet mini-profile on 189 communities with populations under 500.

In high demand, these profiles are widely distributed to the private and public sectors throughout Canada. The department has standing requests from approximately 250 different organizations for complete sets of updated profiles. They are the only source of comprehensive community information published under one cover.

Buy Locally Days Program

The Buy Locally Days Program brings to the attention of Saskatchewan consumers the important role local businesses play in the life of their community and encourages an understanding of the consumer's responsibility to patronize his or her local business community at every opportunity.

In 1986, the month of October was proclaimed "Buy Locally Days" in Saskatchewan. The department promoted the event and stressed the importance of buying at home through advertising in selected newspapers in the province.

To encourage participation at the community level, the department sponsored a contest for the most original and imaginative local promotion activities supporting the "buy locally" concept. Winners were:

In the under 500 population category:
First - Buchanan; Second - Canwood; Third - Edam

In the 400-999 population category:
First - Elrose; Second - Watson; Third - Bienfait

In the 1,000-5,000 population category:
First - Oxbow; Second - Leader; Third - Kerrobert

Approximately 80 of Saskatchewan's smaller communities undertook activities relating to the "buy locally" theme.

Other Programs and Services For Business

Business Regulation

In August 1986, a Business Regulatory Reform Council was created to advise the Minister of Tourism and Small Business on regulatory issues. The Council includes representation from most of Saskatchewan's major business associations and represents most small business sectors.

During the reporting period, the council worked on three projects: a code of regulatory fairness to business, to articulate business views of a fair regulatory environment; a regulatory calendar, to develop advance information about possible regulatory changes; and a statement of regulatory issues, to provide the government with an indication of the regulatory concerns of business people in Saskatchewan.

Business Statistics

During the 1986-87 fiscal year, the department worked with several suppliers of information to upgrade the quality and accessibility of data to small businesses.

The department was involved in a joint project with Statistics Canada to generate sales per square metre data for independent retailers plus operating and financial ratios for 100 lines of business. The project will also explore mechanisms for making Statistics Canada data more accessible through the use of sector-specific consolidations of Statistics Canada data and through new technologies such as CD-ROM.

Along with Tourism Canada, the department participated in a National Task Force on Tourism Data during the year. The department also provided $10,000 in assistance to the Canadian Tourism Research Institute, as part of an annual commitment over the next five years. The institute is tied to the

• *Community Economic Development: profiles*

Conference Board of Canada and will co-ordinate the development of tourism data.

Working with the Saskatchewan Bureau of Statistics, the department supported a project to generate local and regional data on retail sales.

Business Library

The Business Library houses a comprehensive collection of reference works and other materials in support of all aspects of business development. Accessible on a walk-in basis, by telephone, and through regional business resource centres, the library has over 3,000 items in its on-line catalogue.

The library offers full access to Statistics Canada publications, a specialized collection of government and business studies in Saskatchewan, key business reference material, specialized business periodicals, business publications by corporate authors, and a collection of books on how to start businesses. In addition, the library can access external computer data bases.

During the 1986-87 reporting period, the business library handled 724 queries, with the average query requiring 45 minutes to answer.

Business Advisers

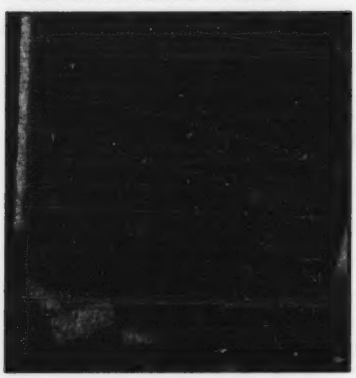
Lawyers, accountants, consultants, and bankers are major suppliers of information and advice to small businesses. The department continued to develop and distribute publications with these advisers in mind.

These publications included:

- *Business Ratios for Small and Medium-Sized Businesses*
- *Bibliography of Kind of Business Publications*
- *Directory of Government Programs and Services*
- *Franchise Directory*
- *Directory of Consultants in Saskatchewan*

Services of the department's business library were promoted through periodic mailings to business advisers.

• *Business Information and Research*



Tourism

Introduction

In terms of exports, tourism is the province's sixth largest industry. In 1986, based on analysis of Workers' Compensation files, there were approximately 4,650 tourism related businesses in the province. These tourism related establishments constituted approximately 13 per cent of all non-agricultural businesses in Saskatchewan. The total payroll of these business establishments was $469.7 million, of which $132.5 million or 28 per cent was directly related to tourism expenditures.

Based on the Canadian Travel Survey, which is conducted every two years by Tourism Canada, 1986 travel expenditures for all purposes by residents and non-Saskatchewan Canadians totalled $598 million. This compares to total Canadian expenditures in 1984 of $742 million.

This decline is totally attributable to Saskatchewan residents who spent $164 million less in 1986 compared to 1984. Expenditures by non-Saskatchewan Canadians increased by $21 million.

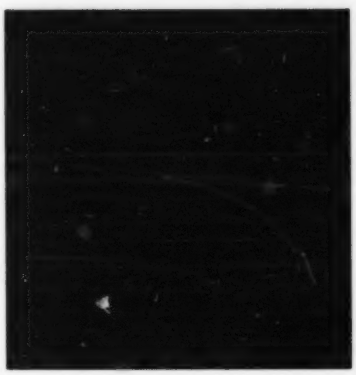
The number of person-trips taken by non-Saskatchewan Canadians to Saskatchewan for all purposes increased by 5.7 per cent in 1986. Pleasure trips increased by 25.2 per cent and business trips increased by 102.8 per cent.

The number of person-trips taken by Saskatchewan residents in Saskatchewan for all purposes increased by 5.2 per cent in 1986. Pleasure trips increased by 15.6 per cent and business trips increased by 10.5 per cent.

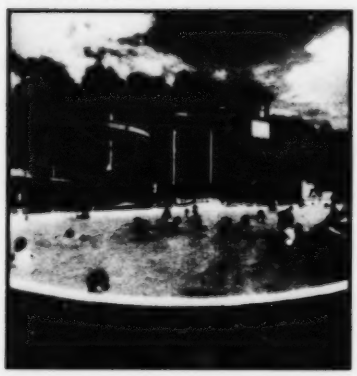
With respect to U.S. and overseas visitors, based on Saskatchewan Bureau of Statistics data, tourism expenditures in Saskatchewan totalled $69 million in 1985. That represents a 13.1 per cent increase over 1984 expenditures, which were $61 million. This growth is supported by a 2.7 per cent increase in U.S. auto entries to Saskatchewan for one or more nights in 1985 compared to 1984.

The reason for the decline in total expenditures by Saskatchewan residents within the province, coupled with a growth in the number of person-trips is not known. However, as the department's marketing programs are primarily designed to promote out-of-province travel and expenditures in Saskatchewan for purposes of business and pleasure, the 1986 statistics provide a positive reflection of department activity.

The three main product areas stressed by the department in developing and marketing Saskatchewan tourism are: General Touring, (leisure and vacation travel); Adventure Travel (travel involving sport fishing, canoeing, and hunting, etc.); and Business Travel (travel involving meetings, conferences and conventions).



From Top
- *Tourism Development: Pike Lake*
- *Tourism Development: Moose Mountain*



Tourism Objectives

The department has five major objectives to effectively develop and market Saskatchewan's tourism product. They are:

1. To provide the travel industry and consumer with a positive image of the province as a desirable vacation destination;
2. To stimulate private sector marketing and development initiatives;
3. To ensure that a good quality, competitive Saskatchewan vacation product is available for sale in the marketplace;
4. To ensure that adequate data exist which will improve decision-making in marketing and tourism development, and
5. To upgrade the level of service and management/employee attitudes within the hospitality industry.

Development Programs and Services for the Tourism Industry and Communities

Tourism Development Counselling

A major role of the department is the counselling of tourism operators, communities and potential investors or tourism developers. Clients are guided through the approval and review process of government and are provided with market data and information on various assistance programs. They are also helped with submissions to lending institutions and directed to other departments and agencies for technical assistance.

During the year, the department handled over 2,000 client inquiries and staff actively worked with over 200 clients.

Some examples of projects which received department counselling were: a $35 million convention centre/hotel for Regina, a motel in Northwest Saskatchewan, and resort facilities at Fishing Lake and Christopher Lake.

Three new publications were produced: *Tourism Business Development Guide*; *Planning, Organizing and Evaluating an Event in Saskatchewan*; and *A Guide to Establishing a Tourism Destination Area Study*. These are patterned on the successful *Starting a Business in Saskatchewan* guide.

Canada-Saskatchewan Subsidiary Agreement on Tourism

The department has been responsible for all aspects of the Canada-Saskatchewan Subsidiary Agreement on Tourism since its signing in November 1984.

Working with senior management of the federal Department of Regional Industrial Expansion, the department reviews, evaluates and recommends projects under three major program areas of the agreement: product development, marketing enhancement and support to industry.

During the year, 43 applications for assistance were received from private sector sources, bringing the total number of applications received to 99 since the agreement was signed. Thirty-one applications were approved during the reporting period, and 18 were under review at the end of the fiscal year.

Under the product development component of the agreement, 12 projects were approved. They represented a total investment of $12.5 million and 192 jobs. Contributions to this economic activity by the provincial government were $487,449 and by the federal government $368,258.

Twelve marketing projects totalling approximately $576,000 were approved under the marketing enhancement component of the agreement. Of this amount, the provincial government contributed $130,487 and the federal government $244,334.

Support was provided to seven industry organizations for marketing activities,

organizational support and the Saskatchewan Host Program. Total cost was $370,000 with the federal and provincial governments contributing an equal share.

In addition to these private programs, six provincial and federal government projects and activities were undertaken representing $1.6 million. The province undertook two major strategic tourism studies: one on the historic Fort Carlton-Batoche area and the other on matching Saskatchewan's travel products with their markets.

In addition, the province began the construction of a $1.5 million visitor reception centre at North Portal on behalf of the federal government.

During the fiscal year, the following major private sector capital projects were approved under the Tourism Agreement: a mineral hot pool at Manitou Beach, a resort complex at Prince Albert National Park, a heritage park at Hudson Bay and a resort at Duck Mountain Provincial Park.

Marketing activities under the agreement were highlighted by support for the co-operative marketing initiatives of the Regina Convention & Visitors Bureau, the Saskatoon Visitor and Convention Bureau and the Northern Saskatchewan Outfitters Association.

Saskatchewan Host Program

In co-operation with the tourism industry, through the Tourism Industry Association of Saskatchewan (TISASK), the department revised the Saskatchewan Host Program to emphasize the customer relations area. The department contracted TISASK to deliver the program and produced all the printed support materials.

The program involves hospitality training seminars held in communities throughout the province. During the year, 99 seminars were held in 86 communities. A total of 2,200 employees and employers participated in the seminars which were conducted by eight instructors. All instructors were from the hospitality industry.

The problems of and solutions to tourism training needs were the focus of a workshop involving representatives from industry, government and education. The consensus of the meeting was to establish a professional co-ordinating body to identify training needs, seek solutions and act as a clearing-house for information.

Tourism Planning

The department plays a proactive role in stimulating tourism development through a planning process which aims to identify areas of tourism potential. It gathers and packages information on potential tourism development projects for investors and ensures other government agencies are aware of the broad range of such opportunities in Saskatchewan.

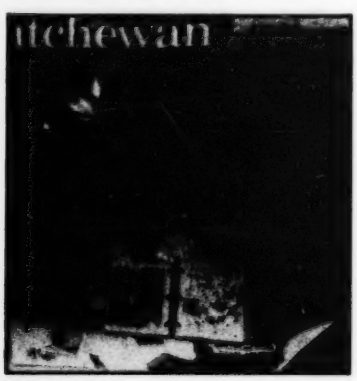
To define possible future development directions, the department began work on two long-term strategic planning initiatives. The first will crystallize possible development opportunities into a more integrated destination in the historic Fort Carlton/Batoche/Prince Albert/Saskatoon/Battlefords area. The second initiative assessed the best natural and historic resources in the province, and then used computer technology to match these with other tourism services and certain market interests to identify areas of possible development.

In addition to these broad-scale initiatives, the department assisted the communities of Moose Jaw and Nipawin to develop more comprehensive area strategies. In Moose Jaw, the initial stages of the strategy are beginning to be implemented through the establishment of a stronger, co-ordinated tourism organization.

In Nipawin, the strategy identified new opportunities that could provide the community with a greater role to play as the centre of a rich resource base for additional tourism activity. Nipawin's economic development officer and economic development committee are

• *Canada-Saskatchewan Tourism Agreement: Hudson Bay Heritage Park*

From Top
- *Private Investment in Parks: Pike Lake*
- *Tourism Marketing: direct sales*



directly tied into the implementation of the strategy.

Private Investment in Parks

At the request of Saskatchewan Parks, Recreation and Culture, the department reviews, evaluates and provides recommendations on solicited and unsolicited private sector proposals for tourism operations in provincial parks. The department also places newspaper advertisements directed at the private sector to publicize selected tourism development opportunities in certain parks.

During the year, two solicited private sector opportunities were successfully tendered. These projects represent 10 jobs and $375,000 in investment.

A total of 48 unsolicited private sector proposals were evaluated with eight being approved. They represent an estimated 22 jobs and $1,375,000 in investment. Approved projects include accommodation facilities at Duck Mountain Provincial Park, golf course improvements at Cypress Hills and a miniature golf complex in Moose Mountain.

Tourism Industry Conference

The new Tourism Industry Association of Saskatchewan Inc. (TISASK) held its first conference in November 1986 in Saskatoon. The event was deemed a success by its 300 delegates, who attended as representatives of the various sectors of the tourism industry.

Department personnel provided assistance and resources to TISASK where required to ensure a successful conference.

The conference theme, *Together We Mean Business*, was the focus for many presentations, workshops and panel discussions throughout the conference. Prominent tourism leaders from the industry and related government departments contributed to a meaningful exchange of tourism information and ideas.

This conference marked the beginning of a transfer of several major promotional programs from government to the industry.

Programs and Services for Marketing Saskatchewan Tourism

Direct Sales

The department promoted Saskatchewan as a tourist destination at major consumer travel shows in Edmonton, Toronto, Chicago, Kansas City, Minneapolis, Omaha, Minot, Dallas and Anaheim.

Representatives from Saskatchewan cities and tourism industry sectors were participants in primary market general touring sales missions organized by the department. The targeted cities for these promotional efforts included: Minot, Williston, Dickinson and Bismarck in North Dakota; Billings, Helena and Great Falls in Montana; Dauphin, Portage La Prairie and Brandon in Manitoba.

Support was provided for the marketplace activities of several private sector organizations. The Northern Saskatchewan Outfitters Association implemented a new group sales approach in Phoenix, Albuquerque and Salt Lake City. The Can-Am International Highway Association represented the province at the Denver travel show.

Product-testing and destination tours for travel trade representatives and influencers were again offered by the department in co-operation with Tourism Canada, airlines and the private sector to increase general touring and fishing/adventure travel traffic. Greater precision in the selection of influencers and travel trade representatives has resulted in more return business from these contacts.

Group travel was encouraged by department participation in the Ontario Motor-coach Association marketplace in Toronto, the National Tour Association marketplace in Atlanta and the American Bus Association marketplace in Nashville, as well as trade marketplaces in Toronto, Edmonton and Minneapolis.

Rendez-vous Canada, a Canadian marketplace for national and international buyers, was held in Montreal with Saskatchewan's participation co-ordinated by the department.

Marketing To Convention, Trade Show and Incentive Travel Organizers

Saskatchewan industry representatives from convention and visitor bureaux, hotels and convention/trade show facilities attended the Institute of Association Executives' 1986 Exposition in Montreal.

Industry representatives also attended the spring and summer expositions of the American Society of Association Executives in Anaheim, California and Washington, and the first Meeting Planners' International Conference held outside the United States, in Winnipeg.

The department worked with the private sector to plan and expedite direct sales and marketing activities.

The department's Business Travel and Adventure Travel units combined on a developmental sales mission to incentive houses in Ohio to generate incentive travel business in Northern Saskatchewan. The sales mission was productive and indicated great potential for such travel to the north.

Work was also begun during the fiscal year on the *Saskatchewan Convention and Trade Show Facilities Guide*, a comprehensive booklet that features meeting facilities available in Saskatchewan cities, parks and resorts.

Convention Advertising and Promotion

The department continued its advertising of Saskatchewan as a convention/meeting destination, placing full-colour advertisements in Canadian association and meeting planner magazines and in American magazines which carried special features on meeting destinations in Canada.

Promotion of Saskatchewan's convention/meeting product took a new direction for 1987 with the development of a co-operative advertising program involving the department, TISASK and private sector partners. An eight-page insert featuring editorial material and advertisements of specific convention/meeting facilities was produced for placement in three Canadian association and meeting planner magazines in the fall of 1987. Overruns of the insert were produced for use at meeting planner marketplaces, beginning in March, 1987, and for other trade show and direct sales activities.

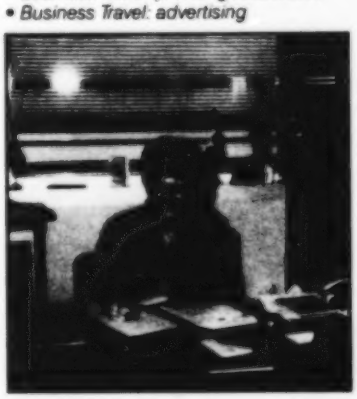
Package Tour Development and Marketing

A *Travel Agent Package Tour Catalogue* was produced listing all Saskatchewan commissionable packages. These included Adventure and General Touring packages. The catalogue was distributed to travel agents, wholesalers and motorcoach operators throughout North America and Europe. The travel trade was encouraged to contact the Saskatchewan operators directly to book clients for the various packages.

The department worked with North American motorcoach operators and tour wholesalers and brokers to increase motorcoach travel to Saskatchewan and to encourage tour operators to extend their stay in Saskatchewan. Local motorcoach companies and tour operators were encouraged to develop packages offering one-day and multi-day motorcoach tours in the province.

The department hosted a familiarization tour for eight out-of-province motorcoach operators so that they could learn more about Saskatchewan's tourism products. The "Meet the Royal West" tour took in attractions at Saskatoon, Batoche, Fort Carlton, Cypress Hills Provincial Park, Fort Walsh, Webb, Moose Jaw and Regina as well as such experiences as a country farm vacation, a wagon trek and a multicultural festival. The tour resulted in a significant increase in additional and extended motorcoach tours to Saskatchewan by the participating operators.

- *Business Travel: planning assistance*
- *Business Travel: advertising*



Full-colour advertisements were placed in two major North American motorcoach trade magazines. In addition, a newsletter aimed at motorcoach tour operators in the United States and Canada was distributed.

A Motorcoach Tour Survey was conducted to determine the volume and impact of out-of-province motorcoach tour activity to and within Saskatchewan in 1986. According to the survey, there were more than 500 motorcoach departures (predominantly scheduled tours) to Saskatchewan in 1986. These tours generated approximately $2.5 million in direct expenditures.

Tourism Marketing Assistance Program

The Tourism Marketing Assistance Program (TMAP) enhances the tourism marketing activities of non-profit organizations and their communities. TMAP provides assistance up to a maximum of 50 per cent of the cost of new or additional promotional activities to attract visitors from outside a 100 kilometre radius of the event or attraction.

Tourist bureaux, chambers of commerce, cultural associations and other groups were eligible for support. During the year, 50 projects qualified for assistance, with funding totalling more than $250,000.

Creative Consultation

Creative consultation is provided by the department to Saskatchewan communities, organizations and businesses that request assistance in effective marketing of their products. During the year project assistance was provided to: Saskatoon Visitor and Convention Bureau, Duck Mountain Lodge, North Battleford, Watrous/Manitou Beach, Minor Bay Camps, Nature Berry Inc., Prince Albert, Weyburn, Coronach, Wilkie, Yorkton, Atim Outfitters, TISASK, CanAm Route Association, Ethnic Business Opportunities Workshop, Porcupine Plain, Melfort.

• *General Touring: advertising*

General Touring & Adventure Travel Advertising & Promotions

General Touring

In advertising Saskatchewan's general touring products, the department continued its emphasis on the primary markets of Ontario, Alberta, Minnesota, Montana and North Dakota. Television, magazine and direct mail advertisements presented an attractive, upbeat image of Saskatchewan and portrayed general touring opportunities available to travellers. In addition, radio and newspaper ads were used in the Manitoba market to support a sales mission and to promote the cost benefits of travel in Saskatchewan.

Business reply cards were used wherever possible, based on their high performance in previous years in terms of both inquiries and converted trips. In total, the external general touring campaign generated 22,414 written inquiries.

A co-operative advertising campaign targeted at North Dakota and Montana used newspaper inserts and radio in selected local markets to promote specific attractions and services in the Regina/Moose Jaw region and the Saskatoon/North Battleford area. Private businesses as well as visitor bureaux and chambers cost-shared in the delivery of the program which was implemented under the Canada-Saskatchewan Subsidiary Agreement on Tourism.

A small advertising program was initiated in the United Kingdom. Ads were placed in travel trade and consumer travel magazines.

In the Saskatchewan market a special promotional campaign was implemented, using television, magazines and a newspaper insert featuring *The Great Saskatchewan Vacation Book*. The insert had the dual objective of encouraging residents to discover their home province and to invite their friends and relatives to visit Saskatchewan while enroute to Expo 86. The insert included

three inquiry cards, one for Saskatchewan residents to obtain their own copies of *The Great Saskatchewan Vacation Book* and the second and third for residents to request that copies of the book be sent to friends or relatives. The promotion was highly successful, resulting in 20,286 inquiries from residents and 11,033 referrals to friends and relatives.

In addition to promoting travel within the province, the department ran radio commercials during May and June expressing the value of tourism and the benefits of hospitality. The commercial used the jingle "Thanks for Saying Welcome".

Adventure Travel

Adventure Travel products including camping, hunting, wagon trekking, hiking, houseboating and sportfishing were advertised in Canadian and U.S. magazines, newspapers and on television. Two cost-shared co-operative campaigns were the Tourism Canada/Tourism Saskatchewan advertisements which ran in three U.S. outdoor and travel magazines, and the Saskatchewan industry/department campaign which ran in U.S. outdoor magazines and on a U.S. sportfishing television program.

The latter campaign was funded under the Tourism Agreement and included 24 private partners. Over 1.1 million eight page glossy magazine inserts appeared in *Field & Stream*, *In-Fisherman* and *Outdoor Life* with 10,000 overruns. The television commercial ran on the Al Lindner Sportfishing Specials beginning in January in 40 major U.S. markets. It reached over 22 million households, and in addition appeared on four cable networks reaching substantially more U.S. and Canadian homes.

In addition, the department placed its own general adventure travel advertisement in the *Minneapolis Star* and *Western Canada Outdoors*. These ads generated 1,452 inquiries for further information.

Travel agents were targeted by advertising in U.S. and Canadian travel trade magazines. Advertising promoted the availability of Saskatchewan's adventure travel package tour catalogue.

A new promotional film featuring sport fishing in northern Saskatchewan was filmed in June 1986 and premiered at the TISASK Tourism Conference in November 1986.

The ten-minute, Saskatchewan-produced film followed the award-winning tradition of the province's general tourism film, "Sunspirit Saskatchewan" (1985) by winning two international film festival awards.

"Saskatchewan: Fish The Legend" received the Theodore Roosevelt "Teddy" award as the Best Fishing film at the 24th annual National Outdoor Travel Film Festival in Michigan, and the first place award in the highly competitive Sports, Outdoor and RV Recreation category at the 19th annual International Travel Film and Video Festival in Anaheim, California.

The new film will serve as an effective marketing tool to help sell one of the province's best tourism products. Saskatchewan sportfishing attracts anglers from all over the world, particularly from the United States. The film will be distributed to prime international markets and be shown at sport shows and to special interest groups, travel agents and wholesalers.

Photo Library

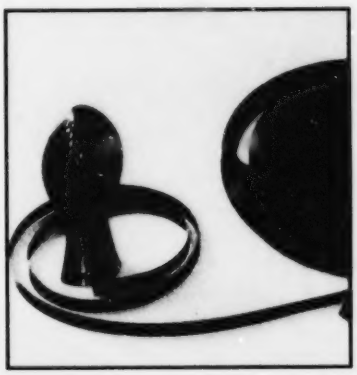
The department continued enhancement of its photo library collection, a significant addition to which was a selection of new sportfishing stills taken during filming of "Saskatchewan: Fish The Legend."

As well as serving department needs for visual resources in the production of literature, displays, audio-visual presentations and advertising, the photo library is a major source of photographs for other departments, advertising agencies and non-government organizations.

Campaign Planning

In the latter part of the year the department began preparing for a 1987 American direct mail campaign. A direct mail/market research company was commissioned to provide names

From Top
- *Travel Films: "Fish the Legend"*
- *Travel Films: "Sunspirit Saskatchewan"*
- *Adventure Travel: advertising*



and addresses of best potential customers within six states according to lifestyle clusters.

Negotiations were undertaken with Air Canada for a co-operative advertising program in the Ontario market, resulting in an agreement to cost-share a direct mail program to mid to upscale households in 28 local markets, three consumer magazine ads, and a newspaper campaign in eight city dailies.

Preparation was also begun on the 1987 in-province tourism promotional campaign, The Great Saskatchewan Vacation Contest. Prize packages were organized, private sector sponsorship of prizes solicited and initial preparation of contest questions, promotional materials and advertising commenced.

Results of 1986 Marketing Activities

Based on the Canadian Travel Survey which is conducted every two years, travel by Canadians to Saskatchewan increased from 6,563,000 person trips in 1984 to 6,908,000 in 1986, a 5.3 per cent increase. The same survey showed a 4.9 per cent increase in the number of person trips during the peak travel season of July to September.

U.S. residents entering by automobile and staying for one or more nights increased by 2.7 per cent in 1985 over 1984 and 8.4 per cent in 1986 over 1985.

Total tourism inquiries to the department increased from 70,729 in 1985 to 119,933 in 1986, a 69.6 per cent increase. Inquiries in response to advertising totalled 45,370, an increase of 181 per cent over the previous year. The top ten sources of inquiries in order of magnitude were Saskatchewan, Ontario, Alberta, Minnesota, British Columbia, Quebec, Manitoba, Illinois, Missouri and Wisconsin.

Conversion studies of written advertising inquiries were undertaken to determine how many inquirers travelled to Saskatchewan and to evaluate the cost/benefit of print advertising programs.

The general touring conversion study showed that 68 per cent of the inquirers who took a vacation trip travelled to Saskatchewan, with 10.2 per cent deciding to travel after they had received the information package in response to their inquiry. The study also showed that for every dollar spent on general touring print ad placement $8.35 was returned in tourism receipts.

A conversion study in the adventure travel product area showed that 78 per cent of inquirers took a trip to Saskatchewan for recreational purposes with 22 per cent deciding to travel after they had received the information package. For every dollar spent on adventure travel print media placement, $117.52 was returned in tourism receipts.

Results of conversion surveys of sportfishing ad inquirers revealed that 14 per cent travelled to Saskatchewan for sportfishing, with 14 per cent of those deciding to travel after they had received the travel literature. For every dollar spent on sportfishing print media placements, $40.66 was returned in tourism receipts.

Tourism Saskatchewan

The department's travel information services unit's main purpose is to serve the travelling public. The demand is generated by the general touring, adventure travel and business travel program areas. Travel counselling and information services to the public are provided in order to attract more first-time visitors, influence as many visitors as possible to stay longer and influence Saskatchewan residents to vacation within the province.

The expanded toll-free telephone lines continue to show good results. Telephone inquiries from the U.S. increased 112 per cent in 1986 compared to 1985 and inquiries from Canadian provinces, excluding Saskatchewan, increased by 14 per cent over 1985.

Total tourist inquiries in 1986 were 119,933 compared to 70,729 in 1985, representing an increase of 69.6 per cent.

• *Tourism Saskatchewan*

The most significant single contributor to this increase was the highly successful in-province newspaper insert which promoted The Great Saskatchewan Vacation Book and encouraged residents to have copies sent to friends and relatives living elsewhere. In 1985 the "Shine-On" mail-drop generated 4,105 responses. The 1986 version generated 20,286 direct responses plus an additional 11,033 referrals. This net increase of 27,214 accounted for 55 per cent of the total 1986 increase. Overall inquiries from within Saskatchewan increased by 68 per cent.

Over one million pieces of printed travel literature were distributed in response to inquiries.

Visitor Reception Centres

Visitor reception centres are part of a program of traveller servicing and hospitality. These centres have been established to present a favourable image of the province, to welcome and counsel visitors and to provide promotional support to the tourism industry by influencing travel decisions made by visitors and residents.

During 1986, approximately 125,000 tourists stopped at department-operated visitor information centres. This compares to approximately 73,000 visitors in 1985.

Three new visitor reception centres were completed in time for Expo 86 traffic. They are located on the Trans-Canada Highway near Fleming and Maple Creek and on the Yellowhead Highway at Langenburg. A new centre is planned at North Portal on the Canada - U.S. border.

The department held official openings for the three new centres in May.

Travel Publications

Further progress was made this year in the department's continuing effort to automate the publication process. By utilizing state-of-the-art computer technology, comprehensive listings including symbols can now be extracted from the tourism data base and converted into camera-ready pages for printing. This new process was applied to the production of the department's accommodation guide and events calendar and resulted in further reductions in proofing time and significantly reduced production costs.

The following publications comprise the main body of the travel literature series distributed free of charge through Tourism Saskatchewan:

Great Saskatchewan Vacation Book: the official travel guide of Saskatchewan. A comprehensive, full-colour guide to vacation fun in the province of sunshine and opportunity.

Accommodation Guide: a comprehensive directory of communities, hotels/motels, parks, campgrounds, lakeside accommodation and vacation farms.

Outdoor Adventure Guide: a directory of fishing, hunting and canoeing outfitters, supplemented with colourful information about all the adventure opportunities in Saskatchewan.

Saskatchewan Events: a descriptive listing of Saskatchewan events including dates and locations covering the spring/summer/fall period.

Saskatchewan Winter: a listing of where to cross-country and downhill ski, snowmobile, ice-fish or participate in other sports and special winter events.

From Top
- *Travel Information: tourism literature series*
- *Visitor Reception Centres: Maple Creek*

Department Administration

Department Administration

The Administration Branch is responsible for the department's needs in budgeting, accounting, human resources, property management and legislative services. Effective June 1, 1986 the branch resumed responsibility for human resources management and the other administrative functions that had been transferred to Saskatchewan Supply and Services in the two previous fiscal years. To accommodate this change a total of 7.5 position years and $141,470 were transferred to the department from the budget of Saskatchewan Supply and Services.

Special activities during the reporting period included the implementing of a new computerized fiscal management system and the hosting of three employment equity seminars that were well attended by department staff. The branch also helped co-ordinate the transfer of the Marketing Benefits Branch's functions to the new Saskatchewan Property Management Corporation at the end of the fiscal year.

The Employees' Advisory Members (TEAM)

The Employees' Advisory Members Committee (TEAM) was formed in 1985 to help improve the quality of life in department workplaces, and to enhance productivity of the department. TEAM has representatives from all employee groups and branches.

TEAM's major project during the reporting period was to organize a department-wide staff conference on April 17, 1986. The conference consisted of special seminars, full-staff sessions and branch presentations. It was deemed a success by the vast majority of staff in attendance.

Other TEAM activities included ongoing meetings of the Occupational Health Committee; a revision of the *Who Does What* directory which lists specific employee responsibilities; and the scheduling of a "brown bag" film series on business and workplace topics.

• *TEAM*

Table 1
Special ARDA Program

SUMMARY

		1986-87	1985-86	1984-85	1983-84	1982-83	1981-82
Applications	South	39	17				
Approved	North	10	15	14	32	1	56
Approved Grants							
T & SB	$ South	1,859,908	1,011,793				
DRIE	$ North	504,018	870,188	570,917	827,473	178,150	2,098,855
Total Expenditure	$ South	4,847,798	2,058,611				
by Applicants	$ North	1,056,358	1,947,562	1,801,694	1,192,791	440,770	4,198,759
Estimated Jobs	South	85	28				
Created	North	20	32	30	33	6	89

Table 2
Northern Revolving Fund

	Fishing (#)	Trapping (#)	Commercial (#)	Total (#)	Total $ Millions
Active	186	30	147	363	6.96
Repaid	653	156	310	1119	17.23
Inactive/Repossessed	27	10	33	70	1.89
Written-Off	160	142	138	440	2.53
Pending Write-Off	35	47	52	134	2.20
TOTAL	1061	385	680	2126	30.81

Expenditures 1986/87

Tourism and Small Business

Administration	$1,110,628.94
Regional Services	3,007,709.20
Community Economic Development	263,425.40
Communications	3,680,001.90
Tourism Development	235,656.41
Grants for General Business and Tourism Development	458,424.36
Employment and Development	57,321.83
Industrial Technical Assistance	82,045.01
Grants for Northern Economic Development	209,479.58
Marketing Benefits	367,600.17
Business Information and Research	708,971.82
Financial Assistance Administration	1,057,134.33
Tourism Marketing	1,530,277.20
Grants for Tourism Marketing Assistance	593,687.72
Venture Capital Tax Credits	1,500,000.00
To provide for Net Expenditure (Recovery) of (from) The Northern Saskatchewan Economic Development Revolving Fund	(365,597.81)
Total	$14,496,766.06

Employment Development Agency*

Small Business Interest Reduction	8,165,235.61
ERDA – Tourism Sub-Agreement	380,570.34
Total	8,545,805.95

Total	$23,042,572.01

*Programs funded by the Employment Development Agency that were administered by Tourism and Small Business